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Marketing Training

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Objectives

- ◆ We will... share our ideas about marketing training and what we've implemented at Michoud Space Systems.
- ◆ You will... go away with at least one new idea or insight about how to more effectively market your training.

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- ◆ All of our ideas been field tested and have proven effective in our environment.

Definitions

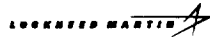
- ◆ Marketing
 - The process by which people are informed, persuaded, and reminded that products and/or services can satisfy their needs.
- ◆ Training
 - The process by which people learn knowledge and/or skills for a definite purpose resulting in a change in behavior.

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- ◆ Marketing Training is the process of informing, persuading, and reminding people of the training resources available to them which can satisfy their needs.

Who We Are and What We Do

- ◆ Michoud Space Systems is the prime contractor to NASA for the Space Shuttle External Tank at the Michoud Assembly Facility in New Orleans, Louisiana.



- ◆ Lockheed Martin Michoud Space Systems is based at the NASA Michoud Assembly Facility in New Orleans.
- ◆ Our prime contract is the Space Shuttle External Tank.
- ◆ The External Tank (ET) is 154' long, 28' in diameter, and weighs 60,000 lbs. empty, 1.6 million lbs. loaded (a weight to strength ratio of about 1:26).
- ◆ The ET provides cryogenic fuel to the orbiter main engines at a rate of over 1,000 gallons per second.
- ◆ The ET is jettisoned at an altitude of 80 miles traveling at 17,000 miles per hour and burns-up in the atmosphere.
- ◆ The NASA Michoud Assembly Facility is also the site where the first stage of the Apollo moon rocket (the Saturn 1C) was built during the 1960's and early 1970's.

Computer Training

- ◆ Over 2,800 employees using 1,800 workstations connected to a local area network (LAN).
- ◆ Employees based at Michoud, Marshall Space Flight Center, and Kennedy Space Center.
- ◆ 5 equivalent people on the Computer Training Team.



- ◆ Every one of over 2,800 employees use computers in some capacity on a daily basis to accomplish their jobs.
- ◆ Hourly employees in the factory use computers to track attendance, job assignments and progress, and on-line "Level 2" work instructions.
- ◆ Salaried employees in the office use a variety of applications including wordprocessing, graphics, desktop and web publishing, electronic mail, spreadsheets and charts, presentations, and project planning.
- ◆ All of the computers are connected to offsite mainframes and the Internet.
- ◆ Supporting this environment is a 5 member Computer Training Team.

Computer Training Services

- ◆ Live, Instructor-led Training
- ◆ Self-directed Learning
- ◆ Contract Training (vendor training)



- ◆ Formal, hands-on training is conducted in 6 classrooms spread over 3 buildings.
- ◆ Supplementing the Computer Training team are Subject Matter Experts (SMEs) who conduct training as needed.
- ◆ Worksite training and telephone support are also provided.
- ◆ Self-directed learning, primarily in the form of LAN-based computer based training (CBT) is provided along with a lending library of CD-ROM and video-based courses.
- ◆ Contract (vendor) courses are provided if requirements exceed resources. "Semi-public" courses are offered when feasible to mitigate cost.

Dynamics: The Need to Market

- ◆ Changing Workforce & Working Environment
- ◆ Supply & Demand



- ◆ In a post-downsizing (a.k.a. "rightsizing") world, fewer people have the same or growing work requirements.
- ◆ People must work smarter and leverage the technology available to them.
- ◆ Time in training is time not spent on the job, but to do the job more productively requires training. It's a "Catch 22."
- ◆ When computers were new to the workplace, demand was so high that "filtering" (reverse marketing) was required.
- ◆ With more training options such as LAN-based CBT available to our customers, we are able to supply more training. Aggressive marketing is required to keep our customers abreast of the dynamic and diverse array of training options available to them.

Marketing in a Nutshell

- ◆ Inform
- ◆ Persuade
- ◆ Remind



- ◆ Informing involves discovery and involves communicating that your products and/or services exist and are accessible.
- ◆ Persuasion involves convincing the parties involved of the value of your product and/or service. Regarding training, the supervisor must be convinced to pay the short-term price employee time away from the job for longer-term dividends of enhanced productivity.
- ◆ Reminding is a matter of keeping your message out there where your customers can see it. Reminders can be simple and when appropriate, fun!

Marketing Techniques

- ◆ Personal Touch
- ◆ Hardcopy (paper)
- ◆ Softcopy (electronic)
- ◆ Exposition



- ◆ It is commonly accepted that people retain about 10% of what they hear, about 20% of what they see, 65% of what they hear and see, and 90% of what they hear, see, and touch.
- ◆ Maximize the senses! Deliver your message in ways which increase the probability that your customers will retain it!

Personal Touch

- ◆ Leadership
- ◆ "Gatekeepers"
 - Directors / Managers / Supervisors / Administrators
- ◆ Employees

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- ◆ "Personal Touch" is our term for direct interaction, essentially "word of mouth" advertising. Personal recommendations from satisfied customers can be more effective than any other form of marketing.
- ◆ Special marketing attention must be paid to Leadership because while the benefits of training may be realized from the bottom-up in an organization, authorization and funding is top-down.
- ◆ "Gatekeepers" are people who control access to training and employee time away from the job. They require attention to ensure that what was conceptually accepted by Leadership is implemented.
- ◆ Employees comprise the majority of the customer base.

Personal Touch: Leadership

- ◆ Direct Communication with Executive Leadership
- ◆ White Paper
 - Focused Leadership attention on a perceived problem.
- ◆ Needs Assessment
 - Survey to substantiate requirements.
- ◆ Computer Proficiency Training Plan
 - Leadership endorsement and funding of plan.

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- ◆ Our efforts began with a "white paper" which focused Leadership attention on a perceived problem.
- ◆ We backed-up our white paper with a needs assessment.
- ◆ Given a clear understanding of the problem (opportunity) and the express need, we gained authority to proceed and deploy our program.
- ◆ In this case, Leadership was the "gatekeeper" and they provided a powerful key for other gates!

Personal Touch: "Gatekeepers"

- ◆ Directors / Managers / Supervisors / Administrators
 - People who make decisions regarding employee time away from the job for training.
 - People with a close eye to the production schedule.
- ◆ Require targeted, personal touch marketing
 - "Road shows" to directly communicate plan and gain buy-in.

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
- ◆ Speaking of "gatekeepers", we began working with directors, managers, supervisors, and administrators to get on the agendas of their meetings for "road shows."
- ◆ With just a few minutes of an already scheduled meeting, we directly communicated our plan to gain buy-in.
- ◆ We systematically developed "success stories" which we would cite as evidence of our program's effectiveness.

- ◆ Who are your gatekeepers?

- ◆ What can you do to “sell” them?

Personal Touch: Employees

- ◆ Classes / Teams / Natural Work Groups
 - This is where the “rubber hits the road.”
- ◆ Subject Matter + Larger Training Picture
 - Subject matter: Accurate, concise, hands-on, and as job-related as possible.
 - Larger Training Picture: Where am I? Where do I need to be? How do I get there?

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- ◆ The “personal touch” is direct interaction with the members of your user audience.
- ◆ Every class that you conduct, every trouble call that you respond to, every team meeting that you attend is an opportunity to market training!
- ◆ Share with them not only the subject matter, but the larger picture of training.
- ◆ Are they informed about the training resources available to them? Do they understand how these resources can satisfy their requirements? If they already know, then when's the last time they utilized these resources?

Hardcopy (paper)

- ◆ Computer Proficiency Training Guide
- ◆ Course catalog
- ◆ Monthly schedules
- ◆ Computer Training Today newsletter
- ◆ Mission Success Bulletin company newsletter
- ◆ As needed mailings and bulletins

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- ◆ The centerpiece of our hardcopy marketing techniques is the **Computer Proficiency Training Guide**.
- ◆ This guide explains the 5 levels of computer proficiency as they apply to Desktop, Network, and Mainframe computing.
- ◆ It maps observable behaviors into training resources.
- ◆ Other hardcopy marketing techniques include our course catalog, monthly schedules, quarterly newsletter, and articles published in the biweekly company newsletter.

Softcopy (electronic)

- ◆ Internet Web Page
- ◆ Email Bulletin Board
- ◆ LAN-based Documents
- ◆ Network login message
- ◆ Closed circuit television postings

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- ◆ Hardcopy is giving way to softcopy!
- ◆ Softcopy documents which are distributed over the LAN and intranets are easier to access, easier to maintain, and can be interactive.
- ◆ The centerpiece of our softcopy marketing techniques is our website. Linked to our intranets, our website contains softcopy versions of all hardcopy documents plus so much more!
- ◆ Other softcopy marketing techniques include email bulletin board, LAN-based documents, a network login message reminding everyone about CBT, and closed circuit television postings.

Exposition

- ◆ Annual keystone event supported by other operating company representatives and commercial providers.
- ◆ Features displays of special interest.
- ◆ Allows for direct communication and interaction with customers benefiting the customers and us.
- ◆ Incentives for all employees to attend; educational, fun, and empowering!

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- ◆ Remember what we were saying about maximizing the senses? Well, that's what exposition is all about!
- ◆ Once a year or whenever we have a major deployment, we host a one-day open house to inform, persuade, and remind our user audience of the training resources available to them!
- ◆ Everyone's invited and the primary advantage is direct, face-to-face communication and interaction with our customers without the "gatekeeper effect."
- ◆ It's fun and it gets people thinking about their own development and it empowers them with the information that they need to take action!

Keystone Event

- ◆ Annual event to showcase products and services.
- ◆ Endorsed by President & Executive Leadership.
- ◆ Supported by other operating company representatives.
- ◆ Supported by Commercial providers.
- ◆ Interactive, fun, non-threatening environment.
- ◆ First use of exposition at Michoud Space Systems.

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- ◆ The expo showcases our training products and services.
- ◆ We present a plan to Leadership to communicate our specific goals and cost estimates.
- ◆ Typically, we spend about \$1,000 for an expo on food, punch, giveaways, door prizes, and decorations.
- ◆ We invite our commercial partners to participate and we have never been disappointed!
- ◆ The expo is a fun, non-threatening environment for our customers to put faces with names, and names with organizations and functions.
- ◆ It's a multi-sensory event and we use a "Mardi Gras" theme to provide a festive, upbeat atmosphere!

- ◆ What are some of the themes that would be appropriate in your region, city, or company?

- ◆ How would you decorate the room and what kind of door prize would you offer as an incentive to get people to attend?

Displays of Special Interest

- ◆ Inform employees of new and improved products and services.
- ◆ Persuade employees to maximize use of available training resources.
- ◆ Remind employees of existing products and services and "why" (value).



- ◆ Of course, the reason for hosting the expo is to get the attention of your customers to inform, persuade, and remind them of the training resources available to them.
- ◆ The expo is broken down into "Displays of Special Interest" which highlight a particular aspect of your training program.
- ◆ Tap into the resources available to you that you may never have known to ask for. Be sure to get both internal and external people involved!

Direct Communication


- ◆ Face to face contact with employees without "gatekeeper effect".
- ◆ No second-hand information.
- ◆ Connects faces with functions and organizations.
- ◆ "Soft sell" with the emphasis on benefits.
- ◆ Direct feedback from employees (verbal and surveys).



- ◆ The expo provides a forum for face-to-face communication and interaction with your customers without any filtering.
- ◆ It "humanizes" training and puts names with faces.
- ◆ The expo is a non-threatening "soft sell" event with the emphasis on benefits and fun!
- ◆ Use the expo as an opportunity to collect information about your user audience.

Incentives for Participation

- ◆ Give-aways
- ◆ Door prizes
- ◆ Refreshments
- ◆ Empowerment

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- ◆ Everyone who walks through the door is welcomed and given a weepul and a guide to the expo.
- ◆ Everyone is asked to complete a brief entry survey which doubles as their chance for the door prize.
- ◆ Refreshments in the form of finger sandwiches, chips, and cookies with punch are provided.
- ◆ The room is decorated and music is playing!
- ◆ Most importantly, the displays of special interest are complete with on-line workstations and knowledgeable people to explain the training resources and benefits to the participants.

Benefits of Expo

- ◆ Heightened employee knowledge and interest.
- ◆ Collected survey data and direct feedback:
 - Topics of Interest (Needs Assessment)
 - Services of Interest (Access to Training)
 - Effectiveness of Marketing Techniques
- ◆ Lessons Learned: Some ideas worked, some didn't.

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- ◆ Leading up to, during, and for a long time after the expo you can feel the excitement in the air!
- ◆ Using the results of the survey data and direct feedback, you can identify topic areas of interest, services of interest, and the effectiveness of your own marketing techniques.
- ◆ Keep track of what worked and what didn't. These lessons learned can help you be even more effective in the future.

Resources


- ◆ Effective marketing requires a continuous use of resources!
- ◆ Use all available resources:
 - Training Team
 - Supporting Departments
 - Leadership
 - Commercial Providers

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- ◆ Effective marketing is a continuous process, and as such it requires a continuous stream of resources.
- ◆ Use the resources that you know are available to you and identify and use the resources that you didn't know about!
- ◆ Of course, use your training team, but get other departments involved, get Leadership involved, and ask your commercial providers to participate!

Summary

- ◆ Inform, Persuade, and Remind!
- ◆ Maximize the senses and exposure.
- ◆ Sell from the top down.
- ◆ Use all available resources.
- ◆ Market, market, market... continuously.

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- ◆ In summary, inform, persuade, and remind!
- ◆ Market your training in ways which maximize the senses!
- ◆ Sell from the top-down to realize the benefits from the bottom-up! Whenever possible, directly communicate with your customers!
- ◆ Use all of your known resources, and identify and tap into those resources that you didn't know were available!
- ◆ Market, market, market... continuously! Remember, expectations are rising... rise to the challenge!

Thanks...

- ◆ And remember, if there isn't an expo in your future, then maybe there should be!

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- ◆ What is your action plan to host an expo?
 - When?
 - Where?
 - Why?
 - Theme?
 - Resources?